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D-R-A-F-T

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Personnel Review

1. During the months that I have occupied the personnel chair and participated in the Agency's personnel business, I have sought to identify some of the key issues that will probably concern us in the future. As the Director of Personnel, I am committed to the belief that OP activities need to be continuously reviewed so that the supportive role of this Office can be met in accordance with changing needs and priorities of the Components and Career Services. Similarly, I look forward to further improvements in the conduct of our daily work, e.g., automated transactions and better informational reporting. Essentially, however, I am convinced that progress in the personnel management of the Agency depends more upon our attention to certain newly emerging or compelling problems than to refinements in personnel processes and procedures within OP and the Agency.

2. In stating the personnel areas which I think should engage the Agency's principal attention, I will lay no claim to their comprehensiveness or to their relative importance. In my opinion, however, they constitute in the aggregate the focal points of future personnel planning and programming. If the listing below is controverted by some or is added to by others, my purpose in starting a new dialogue on personnel management in the Agency will have been well served. In brief and in no particular order, these items are:

a. Increased emphasis upon employee utilization and development, preparatory to the substantial turnover of senior personnel expected in the 1970's (and the concomitant turnover at successively lower levels).

b. Curtailment of personnel losses found in the early years of Agency service, ages and grade levels (e.g., 68% of all personnel losses involve personnel under age 30; 27% involve personnel under one year's Agency service).

c. Closer monitoring of careers in the first two years to avoid heavy personnel losses.

d. Establishment of better systems and mechanisms for improved matching of people and jobs (selecting individuals whose backgrounds and career expectancies are compatible with job requirements; choosing the proper ratio of generalists versus specialists and technicians; better planning of individual assignments for generalists, according to their aspirations and developmental needs as measured by Career Service appraisals of their rate of progress, et. al.).

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GROUP 1
Excluded from automatic
downgrading and
declassification

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e. Selection of not only the right number of people but the right kinds at the right times, as specified by the components in the context of their ceiling situation and changing requirements.

f. Increasing the pace of personnel movement where necessary during the next five-year period.

g. Conforming T/Os to organizational and job realities and keeping them current.

3. I will deal with each of these subjects in individual papers, containing detailed findings and recommendations. It is my recommendation that these papers be considered by the Deputy Directors in the periodic meetings held on administrative affairs.

a. The first item mentioned above--accelerated turnover in senior positions and individual development--was previously forwarded to you as a proposal for handling the succession problem in the 1970's and increasing the current pace of personnel movement. I propose that this item be the first topic for submission to the Deputy Directors.

b. Preliminary results of the second attrition study now underway point to frequency of losses among professionals because of job dissatisfaction or lack of career potential and challenge. It is my expectation that the results of the current study will generate new policy recommendations for averting losses, and I would hope to present this subject as the second item in about two months.

c. Other subjects mentioned in this memorandum plus any that might originate at the request of the Deputy Directors could be presented in subsequent meetings whenever the pertinent studies were concluded.

Robert S. Wattles
Director of Personnel

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